



SANTA CRUZ COUNTY  
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Date: 1/29/98

From: Cecilia Espinola

To: Glen Brook

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Total Number of Pages:

5

Comments: Attached is the clarification requested regarding our County plan.

Please call me at (408) 454-4031 if you have any further questions.

Regarding the 3/7 Child Care meeting: Senator McPhearson's office

is coordinating and convening the meeting, not HRA.

Talk to you soon.

*Cecilia Espinola*

SHOULD YOU HAVE ANY TECHNICAL PROBLEMS RELATIVE TO THIS FACSIMILE TRANSMISSION, PLEASE CALL OUR TRANSMISSION POINT AT (408) 454-4130.

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**CLARIFICATION REGARDING SANTA CRUZ COUNTY PLAN****January 28, 1998**

1. (Clarification needed- P.6) Please provide information regarding what contacts, if any, the County has had with the faith community to identify potential jobs for participants.

**RESPONSE:**

**Members of the faith community and active members of local congregations participated in the community planning sessions which led to the development of the CalWORKs plan, and will continue to be a part of efforts to identify jobs for CalWORKs participants.**

2. (Clarification needed- P. 14) The plan indicates the County will provide a blanket first time child care exemption of 12 months and subsequent exemptions of 6 months for parents caring for infants. The statute establishes a basic first time exemption of 6 months, and a basic subsequent exemption of 12 weeks. According to the statute, changes from the basic exemptions must be made on a case-by-case basis, using criteria developed by the County. Please describe the criteria the County will use to determine when exemptions beyond the basic exemptions will be allowed.

**RESPONSE:**

**Parents in Santa Cruz County who have primary responsibility for an infant will be exempted from welfare-to-work requirements on a case-by-case basis for up to 12 months based on availability of infant care (or lack thereof) as verified by the local child care resource and referral agency.**

3. (Clarification needed- P. 13) The plan states that Stage III child care will be administered by agencies which contract with the California Department of Education. Please provide the names of these agencies.

**RESPONSE:**

**Stage III child care will be administered by agencies which contract with the California Department of Education, including the Human Resources Agency and the Santa Cruz County Parents Association (Voucher Project).**

4. (Clarification needed) Section 11227.8 (a) of AB 1542 requires that a Board approved grievance procedure be specified in each county plan. A legal advocate group recently brought this requirement to our attention, which we inadvertently had not identified in the CDSS County Plan Guidelines. Attached please find a copy of the Santa Cruz County GAIN grievance procedure which we can incorporate as an addendum to your CalWORKs county plan, if you so desire. If you wish to include a different grievance

procedure, you can supply us with your alternative. Please indicate the grievance procedure the County will use.

**RESPONSE:**

**Santa Cruz County will use the grievance procedure previously developed for the GAIN program and approved by the Santa Cruz County Board of Supervisors in 1987 as its grievance procedure for CalWORKs. Please certify the GAIN Grievance Procedure (attached) as an Addendum to the CalWORKs Plan previously submitted.**

CE:pb

Attachment

COUNTY OF SANTA CRUZ  
FORMAL GRIEVANCE HEARING PROCEDURES - GAIN PROGRAM

Article 3.2 of the W & I Code provides the authority(s) for the Greater Avenues for Independence Act of 1985 (GAIN).

Section 11320.65 makes provision for the review of complaints by participants of GAIN through a Formal Grievance Hearing Procedure.

I

Whenever a participant believes that any GAIN program requirement or assignment is in violation of his/her contract with the County of Santa Cruz Human Resources Agency or is inconsistent with the GAIN Act of 1985, the GAIN participant is assured of his/her right to a prompt Formal Grievance Hearing conducted before an independent impartial hearing officer, with exceptions noted under item II, a. through c. below.

The hearing shall be conducted in accordance with Section 5302 of the Unemployment Insurance Code or MPP 42-720.34 and 42-787. GAIN participants are precluded from utilizing the Formal Grievance Hearing Procedures in the below instances:

II

- a. The Formal Grievance Hearing Procedure may not be used if the participant is dissatisfied with the results of an assessment per 42-773 (Development of an Employment Plan).
- b. The Formal Grievance Hearing Procedure may not be used if the participant is dissatisfied with GAIN Contract Amendments (42-774.2) or the requirement to sign a basic GAIN Contract (42-787.5).
- c. The Formal Grievance Procedure may not be used to appeal the outcome of a State hearing decision (42-787.5) or to address an alleged discrimination complaint (42-787.6)

III

- 1. The participant's request for a Formal Grievance Hearing must be filed with the County of Santa Cruz Human Resources Agency. The request must be in writing, signed by the participant, clearly stating his/her complaint and received by the Human Resources Agency within 10 days of the date the action grieved was taken.
- 2. The County of Santa Cruz Human Resources Agency shall acknowledge receipt of the request within 10 days and schedule a Grievance Hearing within 30 days of such request, notifying the participant in writing at least five days in advance of the hearing.

3. The County of Santa Cruz Human Resources Agency Administrator shall designate an independent, impartial hearing officer for all GAIN Formal Grievance Hearing proceedings.
4. The GAIN participant shall have the right to be represented, if he/she desires, by an attorney or authorized representative of his/her own choosing. An authorization statement to represent must be in writing and retained by the County of Santa Cruz Human Resources Agency. The written authorization is valid for a one-year period or until revoked by the participant, whichever occurs first.
5. GAIN Grievance Hearings shall be held in a confidential manner. The parties, their representative and witnesses, while testifying, shall be the only authorized persons present at the Grievance Hearing. There shall be no other unauthorized persons in attendance unless all parties, the participant, the County of Santa Cruz Human Resources Agency, and the Grievance Hearing officer all agree to their presence.
6. The claimant and/or the designated authorized representative shall have the right to a written position statement from the County of Santa Cruz Human Resources Agency in advance of the hearing, setting forth the facts and basis of the County of Santa Cruz Human Resources Agency's position along with copies of relevant documents.
7. All testimony shall be given under oath or affirmation.
8. During the hearing, the claimant/authorized representative shall have the right to present evidence and cross examine witnesses.
9. A tape recording or other verbatim record of the hearing shall be maintained and will be accessible to the participant upon request. The verbatim record will be retained by the County of Santa Cruz Human Resources Agency for one year from the date of the adopted decision.
10. Within 30 days from the date of the Formal Grievance Hearing proceedings, the participant shall receive a written decision making findings of facts and conclusions of law. The right to appeal the Formal Grievance Hearing decision through the State hearing procedure shall be included in the written decision.



HUMAN  
RESOURCES  
AGENCY  
COUNTY OF SANTA CRUZ

ADMINISTRATION  
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Santa Cruz, CA 95060  
(408) 454-4130  
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January 2, 1998

Curtis Howard  
Welfare to Work Division  
California Department of Social Services  
744 P Street  
MS 9-701  
Sacramento, CA 95814

Dear Mr. Howard:

Enclosed is the Santa Cruz County CalWORKs plan. We do intend on submitting an addendum for the community service component. Please call me if you have any questions.

Very truly yours,

CECILIA ESPINOLA  
Administrator





# HUMAN RESOURCES AGENCY

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COUNTY OF SANTA CRUZ  
Cecilia Espinola, Administrator

## Proposed CalWORKs Plan

December 16, 1997

This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by  
The California Welfare to Work Act of 1997, AB 1542.

12/16/97  
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## EXECUTIVE SUMMARY

Briefly describe the CalWORKs program of Santa Cruz County. Include:

- (1) A listing of the major program goals and objectives, and
- (2) A brief description of the major program elements which will contribute to those goals and objectives.

In preparation for welfare reform, the Santa Cruz County Board of Supervisors adopted a series of guiding principles for welfare reform planning and implementation in March 1996. The local planning process was based on those principles, which emphasized:

- collaboration with the community members who would be affected by welfare reform
- protection of the rights of participants to receive fair and dignified treatment
- the importance of establishing outcome-based programs based on the mutual responsibilities of service providers and participants
- an emphasis on cultural sensitivity
- effective and closely coordinated partnerships between private and public agencies
- outcomes including: family self-sufficiency through living wage employment, the preservation or repair of whole families, effective parenting and preparation of children for successful adulthood.

The CalWORKs welfare-to-work plan is based on recommendations developed out of a series of community planning meetings with the Welfare Reform Implementation Planning Group, a group of over 100 community members convened by the Human Services Commission and the Human Resources Agency (HRA). Following the group's initial meetings, task groups formed for further planning, and public dialogue took place in public hearings, community organizations, and commission meetings throughout the county. This plan includes recommendations from those groups, as well as from focus groups conducted with welfare clients, welfare-to-work participants, and business people. Department staff also have been involved in regional and statewide groups in which planning and implementation strategies have been shared. Additionally, the plan builds on previous efforts and initiatives in Santa Cruz County, including the GAIN Program, the Self-Sufficiency Program, the Welfare-to-Work Pilot Project, and the development of the One-Stop Career Center System, which is called Workforce Santa Cruz County.

The outcome of these planning efforts is a new service delivery model for CalWORKs participants in Santa Cruz County. The new CalWORKs model consolidates eligibility and employment services into a single, employment-focused program, designed to move parents into the workforce as rapidly as possible. An integrated CalWORKs intake process will provide applicants with immediate access to Self-Sufficiency Job Search Services, JTPA and other employment and training programs, EDD job placement services, and child care and transportation services. In addition, a special intensive case monitoring component will be created to help families with mental health, domestic violence, or substance abuse problems to link up with the services they need to resolve these issues and meet work participation requirements. While the CalWORKs

Plan has been written in broad strokes, detailed operational and action plans are being developed in each of the community task groups regarding child care, transportation, workforce preparation, systems redesign, education and training, family support/child support, mental health and substance abuse treatment, public information activities, and domestic violence.

The Workforce Santa Cruz County Career Center System will provide the framework for the CalWORKs welfare-to-work service delivery system, which will include the following major program elements: job search assistance, assessment, vocational education and training opportunities, job referral/placement, job retention programs, and workforce support systems such as child care, child support, mental health and substance abuse treatment. The career center system is a comprehensive local service delivery system which will provide CalWORKs participants with easy access to a broad array of employment and training services.

The Santa Cruz County CalWORKs Program will feature a two-generational approach to welfare reform, focusing on both children and adults, as families transition to economic self-sufficiency. Parents will receive assistance to select quality child care services for children. Single parents of infants under the age of one will be able to defer participation in welfare-to-work activities when quality infant care is not available. This family-centered approach will emphasize quality child care as a precursor to successful achievement in school. CalWORKs parents involved with Children's Services will incorporate parent education, counseling, and other social work objectives into their welfare-to-work plans. CalWORKs Program staff will be co-located with staff from various employment and training providers, the District Attorney's Family Support Division, the local child care resource and referral agency, and other support programs in the Workforce Santa Cruz County Career Centers.

The Santa Cruz County CalWORKs Program will advance community goals set forth in the United Way's ten-year initiative to measure and improve the quality of life in the county, by strengthening families and supporting children through the development of a motivated and qualified workforce.

**(a) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES**

Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services. [References: Education Code Section 10200 and WIC Section 10531(a)]

**Collaboration** Santa Cruz County's workforce development system consists of a wide array of public and private agencies that provide training, education and support services to CalWORKs participants. Many of these agencies are members of the Coalition for Workforce Preparation of Santa Cruz County. The coalition brings together the major deliverers of employment and training services in the county for the purpose of developing the highest quality workforce possible. Coalition membership includes the Human Resources Agency (HRA), the Employment Development Department, the county's school districts and County Office of Education, Cabrillo College, the Santa Cruz County Business Council and the Private Industry Council, as well as several public, non-profit, labor, and private business entities. Specific projects undertaken by the Coalition include assembling a Directory of Employment and Training Services, supporting the City of Watsonville's successful Enterprise Zone application, and assisting in the County's pivotal One-Stop Centers grant application.

Workforce preparation services will be provided through the integrated Workforce Santa Cruz County Career Center System, which will consist of three one-stop centers. Partners include HRA, JTPA, EDD Job Services and Unemployment Insurance Programs, the American Association of Retired Persons/Senior Employment Program, the State Department of Rehabilitation, Cabrillo College, the Child Development Resource Center, the Watsonville/Aptos and Santa Cruz Adult Schools, the County Office of Education/Regional Occupational Program, the local high schools, the Santa Cruz County Business Council, and the Private Industry Council. All partners will either be co-located in the One-Stops or electronically linked to them so that their services can be easily accessed by job seekers, students, workers, and employers.

Services which will be provided through the centers include the following:

- Job search support and training
- Work readiness programs
- Job referral/placement
- Vocational training and education
- English-as-a-Second Language training
- Job retention programs
- Support services, including child care, transportation, substance abuse and mental health counseling, domestic violence services and other services necessary to complete welfare-to-work activities.

**Short-Term Training for Demand Occupations** HRA's JTPA/CareerWorks Division, which is the Service Delivery Area (SDA) for Department of Labor programs, selects training vendors based upon demonstrated performance, program design, and cost/price of the training program. To assist in the identification of short-term training providers for demand occupation in the local area, a list of training vendors has been compiled (see Attachment A). "Short-term" is defined as completion of a course of study within 12 months, as allowed under federal and state welfare reform legislation. Additionally, the training programs listed all meet the criteria of training for "demand occupations," or occupations with the fastest and greatest absolute job growth (largest number of jobs) projected for the period from 1993-2000 in Santa Cruz County. Projections were provided by the EDD Labor Market Information Division.

**Services** HRA will provide payment for child care, transportation, work-related tools and clothing, ancillary expenses to those who are eligible, and is working closely with the County Drug and Alcohol, County Mental Health, who will provide substance abuse and mental health services through their network of community agencies and facilities. HRA will coordinate domestic violence treatment with community-based agencies and the Domestic Violence Commission. HRA is also working closely with Cabrillo College and other workforce preparation providers to define and enhance the training and support services which will be provided to specific groups of welfare recipients. Child care services will be provided in partnership with the Child Development Resource Center and the Santa Cruz County Parents Association. Cabrillo College will contribute part of its CalWORKs allocation for child care to serve participants who are enrolled in Cabrillo's vocational programs. JTPA and the Department of Vocational Rehabilitation have also identified additional training and child care funds for CalWORKs participants who are co-enrolled in their programs.

**Community-Based Agencies** What follows is a partial list of community-based agencies with which HRA already partners through various funding sources, including JTPA and other County contracts. These organizations are key resources for CalWORKs planning, implementation and evaluation:

Adelante Program/FNS  
After School Day Care  
Barrios Unidos  
Big Brothers/Big Sisters  
Cabrillo College  
Central Coast Center for Indep. Living  
Central Coast YMCA/Wats. Family Branch  
Children's Center of San Lorenzo Valley  
Child Development Resource Center/COE  
Community Connections/Court Referral  
Community Action Board (CAB)  
COPE Centro Familiar  
Davenport Resource Service Center/CAB  
Defensa de Mujeres

Emeline Child Care Center  
Familia Center  
Families in Transition  
Family Health Education Center  
Family Services Association/Santa Cruz (FSA)  
Family Services Association/Pajaro Valley  
Fenix Alcoholism Services  
Food and Nutrition Services (FNS)  
Glen Arbor School  
Healthy Start  
Intergenerational Child Care Center/FNS  
Janus Alcoholism Services  
La Fonda Infant Center  
La Fonda Children's Center

**Santa Cruz County****CalWORKs Plan**

Legal Aid Society  
 Lift Line/FNS  
 Mid-County Children's Center  
 New Life Center  
 Pacific Pre-School  
 Pajaro Valley Shelter Services  
 Pajaro Valley Child Care Center  
 Pajaro Valley Adult School  
 Parents Center  
 Santa Cruz Community Counseling Center (SCCCC)  
 Santa Cruz County Immigration Project  
 Santa Cruz County Parents Association  
 Santa Cruz Toddler Care Center

Santa Cruz Adult School  
 Second Harvest Food Bank  
 Si Se Puede/SCCCC  
 Suicide Prevention/FSA  
 Triad  
 Valley Resource Center  
 Volunteer Center  
 Walnut Avenue Women's Center  
 Watsonville YWCA  
 Welfare & Low-Income Support Network  
 Women's Crisis Support  
 Youth Resources Bank  
 Youth Services/SCCCC

Does your county have a Refugee Employment Services Plan?

☐ YES

☒ NO

**(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS**

Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients. [Reference: WIC Section 10531(b)]

**County Partnerships with the Private Sector** The Human Resources Agency and the Employment Development Department (EDD) are the lead agencies in the development of the County's One-Stop Career Center System, however, the Workforce Santa Cruz County Career Centers are co-sponsored by the Santa Cruz County Business Council and the Santa Cruz County Private Industry Council. This partnership is reflected in the following mission statement:

*The Santa Cruz County One-Stop Career Center System links public and private partners to strengthen the community by assisting individuals and businesses to reach their full economic potential. We accomplish this through the collaborative integration of employment, training, education and economic development services for job seekers, students, workers, and employers.*

One-Stop Career Centers will provide ease of access to the various programs and services by both job seekers and employers through a single, helpful point of contact. Services housed in the three One-Stop Career Centers include a Business Service Center, which will centralize job orders for the entire county, provide tax and unemployment information, and offer seminars for businesses, including small business development services. CalWORKs, JTPA, EDD Job Service and Unemployment Insurance will be integrated into the centers with computer labs, phone banks, career resource libraries and Internet linkages, positioning the partners to become the major labor

**Santa Cruz County****CalWORKs Plan**

exchange in Santa Cruz County. Business Council members are committed to participate in seminars for businesses, assist in marketing the services of the One-Stop Career Centers to other business owners, and to hire appropriate referrals.

For fourteen years, the business-led Santa Cruz County Private Industry Council (PIC) has involved business and labor in the design of job training programs. In addition to sponsoring the One-Stop Career Centers the PIC has also sponsored the Welfare-to-Work Project and secured the participation of a wide range of other interested businesses and labor representatives in this initiative (detailed below). The PIC-administered JTPA program, now integrated with CalWORKs in the One-Stop Career Centers, brings extensive employer linkages to the economic self-sufficiency efforts of welfare reform. The PIC, JTPA administrative staff, and the JTPA employment and training services staff provide coordinated services to employers, including outreach, information dissemination, development of customized training, employer recruitment, mass layoff assistance, and employer relations. JTPA staff assist labor organizations to recruit by referring appropriate candidates, and consult with appropriate labor organizations prior to the provision of on-the-job training through an employer who has a collective bargaining agreement.

**Welfare-to-Work Project** The Santa Cruz County Welfare-to-Work Project has created strong links between HRA and the employer community. This project is a collaboration between HRA's JTPA/CareerWorks, the CalWORKs program, and EDD's Capitola and Watsonville offices. In the Welfare-to-Work Project, CalWORKs participants attend workshops designed and conducted in partnership with employers from the four sectors which have the highest projected job growth in this geographic area: 1) hospitality services, 2) health care services, 3) retail sales, and 4) business services/technology. Following the workshops, participants seek jobs in private sector and public sector employment. The Welfare-to-Work Project emphasizes self-initiated job development by participants, who contact employers directly to identify jobs and arrange interviews. Employers speak on employer panels about their expectations of applicants and new employees, and conduct practice interviews with participants completing their first week of job readiness training. The employer panels and mock interviews have the added benefit of allowing employers to have direct access to motivated applicants, and hirings have resulted. EDD staff provide job matching and placement services during and for 90 days after the workshops. The first year placement rate was 76%, exceeding original expectations, and the project and partnership will continue this year.

**Non-Traditional Employment for Women** Preliminary discussions with the Central Labor Council, the Carpenters' Union, and the local Community Action Board have been held regarding a joint project to target apprenticeship training opportunities to CalWORKs participants. Given the high level of activity in the construction trade, this effort holds strong promise for the future, and discussions are continuing.

**(c) LOCAL LABOR MARKET NEEDS**

Briefly describe other means the county will use to identify local labor market needs. [Reference: WIC Section 10531(c)]

HRA's CalWORKs program will utilize EDD's labor market information system to identify in-demand skills and occupations for which career guidance and training may be provided. Other occupations will be added to the attached list whenever generally accepted statistical data establishes a demand in the local area, or an employer or group of employers request employer-specific or custom-tailored, short-term training to meet their identified needs.

Strategies and methods such as the following will also be used to identify local labor market needs:

- Focus groups with employers
- Dialogue between employers and employment training providers
- Face-to-face contact between employers and job seekers on welfare
- Participation in and knowledge of business organizations
- Development of the Business Services Center at the Capitola One-Stop Career Center, with involvement of the Small Business Development Center and businesses
- Use of data from the EDD Labor Market Information Division to project industry trends
- Presence of a Labor Market Analyst in the Business Services Center
- Joint projects between the Coalition for Workforce Preparation, the Small Business Development Center, the Santa Cruz County Business Council, the Chambers of Commerce and other business organizations to identify skills needed for specific job descriptions, and provide those skills to job seekers.
- The Private Industry Council will continue to publish its annual Occupational Outlook and Training Directory, including the list of approved programs for CalWORKs participants.
- HRA's CalWORKs and CareerWorks (JTPA) programs will work closely with the Watsonville Enterprise Zone to certify CalWORKs participants for tax credits, address the labor needs of the business sector and employment needs of south county residents.
- The Workforce Santa Cruz County Career Centers will have computers available for both job seekers and employers to access labor market projections, job opportunities, training programs and related services, as well as a database of people looking for work and employers looking for applicants for the entire state (CalJOBS).



**(d) WELFARE-TO-WORK ACTIVITIES**

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided. [Reference: WIC Section 10531(d) and WIC Section 11322.6]

|   |  |
|---|--|
| <input checked="" type="checkbox"/> Unsubsidized employment   | <input checked="" type="checkbox"/> Work study   |
| <input type="checkbox"/> Subsidized private sector employment   | <input checked="" type="checkbox"/> Self-employment  |
| <input type="checkbox"/> Subsidized public sector employment  | <input checked="" type="checkbox"/> Community service  |
| <input checked="" type="checkbox"/> Work experience   | <input checked="" type="checkbox"/> Job search and job readiness assistance                        |
| <input checked="" type="checkbox"/> On-the-job training (through JTPA)  | <input checked="" type="checkbox"/> Job skills training directly related to employment             |
| <input type="checkbox"/> Grant-based on-the-job training  | <input type="checkbox"/> Supported work  |
| <input checked="" type="checkbox"/> Vocational education and training   | <input type="checkbox"/> Transitional employment   |
| <input checked="" type="checkbox"/> Education directly related to employment  | <input checked="" type="checkbox"/> Adult basic education (includes basic education, GED, and ESL) |
| <input checked="" type="checkbox"/> Other: Full time participation in mental health, substance abuse or domestic violence intervention services as needed to prepare for employment. Individualized Welfare-to-Work Activity Agreements will specify employment related activities. Certification for tax credits will be arranged for all participants who qualify, including certification for the Watsonville Enterprise Zone. Whenever necessary, participants will be co-enrolled in one or more of the other Welfare-to-Work activities listed above. |  |

Supported work, grant-based on-the-job training, transitional employment, and subsidized employment in the public or private sectors will not be offered at this time. If resources are available in the future to offer these services, an addendum to the County Plan will be provided.

**(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES****Plan for Substance Abuse Services**

Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment services, please indicate the providers in the plan. If that decision has not been made, please provide CDSS an addendum to the county CalWORKs plan indicating the provider when determined. [Reference: WIC Section 11325.8]

☒ Certify that the county's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs.

Describe any additional services the county will provide. [Reference: WIC Section 11325.8]

The Human Resources Agency (HRA) is collaborating with the County Drug and Alcohol Program and contracted community service providers to design an effective system to provide substance abuse treatment services for CalWORKs participants whose substance abuse creates a barrier to employment. HRA certifies that at a minimum, services will include evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs.

Elements of the services system will include:

- Initial self-appraisal including work history, job skills, educational history, drug and alcohol and mental health histories, and need for/connection to services
- Intensive case monitoring team, including senior social workers, employment and eligibility staff, community service providers
- Training for employment and eligibility staff in recognizing potential drug and alcohol problems
- Social work assessment for behavioral problems related to employment
- Evaluations for specialized treatment services
- Intervention and treatment for substance abuse which hinders employment
- Monitoring of service plan progress and welfare-to-work activity levels
- Multi-disciplinary team meetings with service providers and participants
- Community service jobs for participants unable to obtain or retain employment.

## Santa Cruz County

## CalWORKs Plan

CalWORKs staff will be trained to recognize responses to screening questions that indicate that the participant may have a substance abuse problem that will impair the ability to obtain employment, after which participants will be referred to a CalWORKs Social Worker for further assessment or directly to the County Drug and Alcohol Program and their contractors for evaluation.

A formal evaluation will be conducted by the County Drug and Alcohol Program or through contracts with community-based service providers, including 1) the extent to which and under what treatment conditions the individual is capable of employment and 2) treatment needs, 3) an estimate of the time it will take to transition from welfare to work and retain employment.

For those participants whose evaluation verifies a substance abuse problem, the participant's welfare-to-work plan may include participation in a substance abuse treatment program reasonably accessible to the participant. HRA staff will monitor compliance with the welfare-to-work plan. Treatment modalities may include individual, family and group counseling; outpatient services; day treatment; and residential treatment. Child care needs of the participant will be considered when determining the treatment modality. Whenever possible, the county will provide services that qualify for federal reimbursement of the non-state share of Medi-Cal costs.

A list of substance abuse service providers already on contract with County Drug and Alcohol is attached (Attachment B). These providers collaborated on the program design for the CalWORKs participant substance abuse treatment services. As the need arises, other substance abuse service providers will be included. HRA, County Drug and Alcohol and community-based service providers will track the number of CalWORKs participants who are referred for substance abuse treatment, the number who receive treatment, the type of treatment modality used, treatment outcomes, and the extent to which the CalWORKs allocation for substance abuse services is sufficient.

### Plan for Mental Health Services

Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services. [Reference: WIC Section 11325.7]

☒ Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

Please describe any additional services the county will provide.

The Human Resources Agency (HRA) is collaborating with County Mental Health to develop

**Santa Cruz County****— CalWORKs Plan**

effective mental health services for CalWORKs participants with mental or emotional disabilities which may limit or impair their ability to make a transition from welfare to work, or to retain employment over a long-term period. HRA hereby certifies that at a minimum, services will include assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

HRA's Intensive Case Monitoring Team will include social workers to assess participants for behavioral problems. When appropriate, referrals will be made for evaluations for specialized treatment services to include substance abuse or mental health intervention, domestic violence counseling, services for homeless families, or a combination of services. Selected eligibility workers and employment and training staff, with guidance from social workers, will monitor service plan progress and welfare-to-work activity levels for this population and participate in multi-disciplinary meetings with service providers.

CalWORKs participants will complete a Welfare-to-Work Appraisal form which collects preliminary information about work history, employment skills, educational history and need for and connection to supportive services. County mental health has assisted in the design of questions for the appraisal form related to mental health issues. CalWORKs staff will be trained to recognize responses which will trigger a screening by County Mental Health staff at the Workforce Santa Cruz County Career Centers

When indicated, a formal evaluation will be completed by specialized, employment-focused County Mental Health staff or contractors. The evaluation shall include the extent to which and under what treatment conditions the participant is capable of employment. The evaluation will identify treatment needs, including the period of time it will take to obtain and retain employment. Participants may also be referred for an evaluation based on behavioral observations during interviews or workshops.

For those individuals whose evaluation verifies mental or emotional disorders, the welfare-to-work plan will include appropriate employment accommodations or restrictions, supportive services and treatment requirements. Employment and training staff will monitor progress on their welfare-to-work plan. Eligibility workers will monitor participation levels.

HRA and County Mental Health will continue to collaborate on design of treatment modalities, building on County Mental Health's program experience with job club services and a sheltered vocational program. Future discussions will include community-based service providers (see Attachment B). Whenever possible, the county will provide services that qualify for federal reimbursement of the non-state share of Medi-Cal costs. HRA and County Mental Health will track the number of CalWORKs participants who are referred for mental health treatment, the number who receive treatment, the type of treatment modality used, and treatment outcomes.

**(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS**

Briefly describe the extent to which and the manner in which the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit. [References: WIC Section 10531(f) and WIC Section 11454]

The County of Santa Cruz currently provides a range of mental health services to persons in need, regardless of linkage to the CalWORKs program. The Human Resources Agency and County Mental Health will coordinate to maximize services to individuals who have exceeded the 18 or 24 month time limits. Experience over the first 18-24 month period will help identify the types of services that will be needed and the most effective treatment delivery system.

**(g) CHILD CARE AND TRANSPORTATION SERVICES****Child Care**

Please briefly describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.

**Background on Child Care Subsidy Programs** The Human Resources Agency (HRA) currently administers alternative payment (voucher style) child care subsidy programs under contract with the California Department of Education (CDE) for qualifying community families, and as a supportive service for JTPA, Cal-Learn and other employment programs (formerly GAIN). In addition, the Santa Cruz County Parents Association (SCCPA) administers alternative payment program subsidies under contract with CDE. Enrollment of and continuity for CalWORKs participants will be based on this experience and strong relationships with other agencies in the local child care community which also provide subsidized care.

**Stage 1** HRA will implement Stage 1 child care in-house based on the existing model for employment-related child care subsidies, with some simplification of the referral and eligibility process to make the procedures more user-friendly. As a part of Stage 1 interactions with participant families, HRA will 1) provide parent education concerning child care choices, and 2) provide services in a manner that ensures that lead time will be available for families to make child

care choices. These two steps are in response to recommendations developed in community planning sessions and input from the Local Child Care Planning Council (LCCPC) and its Welfare Reform Subcommittee. Parent education activities will be provided by the local child care resource and referral agency, the Child Development Resource Center (CDRC). CDRC staff will be co-located in the Workforce Santa Cruz County Career Centers.

**Stage 2** As a county welfare department with existing CDE contracts for the Alternative Payment Programs, HRA will implement Stage 2 child care funding in-house until the close of fiscal year 97/98. This reflects an agreement with the LCCPC and other CDE alternative payment contractors. During the next six months, HRA will develop a plan to divide the annual allocation for Stage 2 between the Santa Cruz County Parents Association (SCCPA) and HRA. This interim plan has been approved by SCCPA, the LCCPC, and CDE. During the same period, plans will be developed for transition of clients between agencies in Stage 2 and into Stage 3 and beyond. The plan will consider families' needs, local conditions and agency strengths to optimize the use of funds in this community.

**Stage 3** Stage 3 services will be administered by agencies which contract with the California Department of Education, however, all Stage 3 slots are currently filled. When priority for CalWORKs and former CalWORKs participants takes effect for Stage 3 monies, current occupants of those limited slots will be transitioned to any available openings in other CDE-funded subsidy programs. Should slots be unavailable, families will be placed on a waiting list.

HRA is confident that the methods to transfer participants from Stage 1 to 2 to 3 will provide continuity of care for children and seamless transition for their parents. However, due to existing commitments and priorities for both Stage 2 and Stage 3, all three stages may be underfunded.

There are currently over 150 children being served on Transitional Child Care (TCC) who should go to Stage 3, but will of necessity remain in Stage 2 because of funding limitations. Because of the need to serve existing TCC children in Stage 2, it is projected that there will be insufficient funding to serve additional children in Stage 2. Therefore, children of parents on aid and working (formerly Dependent Care Disregard and Supplemental Child Care) will remain in Stage 1, regardless of their stability, until additional slots open up. In general, because of projected funding deficits in Stage 2, training will not be considered stable, and children needing care because their parents are in training programs preliminary to their work force entry will remain in Stage 1 child care.

**CalWORKs Child Care Planning** The community-based Welfare Reform Implementation Planning Group recommended that HRA support the work of the Local Child Care Planning Council (LCCPC), and that CalWORKs child care planning be incorporated in the five-year plan currently being prepared by that group. Several members of the LCCPC participated in the welfare reform community planning sessions. LCCPC has received regular updates concerning welfare reform and progress toward the local CalWORKs plan. HRA will continue to work with



and through the LCCPC to assure that the emerging needs for child care for CalWORKs participants is reflected in the LCCPC's five-year planning document. HRA is working together with the LCCPC and child care community to address issues including parental choice, availability, affordability and quality of care for families participating through our agency. With the advice and assistance of the Welfare Reform Subcommittee, HRA is working to ensure that participating parents receive information about and support for securing quality, affordable child care timely so they may fully engage in their CalWORKs activities.

**Access to Resource and Referral Agency** The Resource and Referral Agency in Santa Cruz County is the Child Development Resource Center (CDRC). HRA has a strong relationship with CDRC, which will co-locate staff part-time in the Workforce Santa Cruz County Career Centers. HRA and CDRC are working together to establish a dedicated phone line to CDRC's Child Care Switchboard for CalWORKs participants. HRA, CDRC and other agencies are collaborating on projects aimed at increasing the availability of quality child care in the county. Initiatives include 1) convening child care provider meetings to advise them of potential impacts of CalWORKs (increased needs for infant care, after school care, and care during non-traditional hours); 2) training for HRA employees on community child care resources, and 3) activities and programs which provide quality training and promote licensure for exempt providers who are interested in increasing their capacity.

**Criteria for Extending Infant Exemptions** The Human Resources Agency will exempt parents from welfare-to-work activities who have primary responsibility for providing care to a child twelve months or younger. This exemption will only apply to one child. The exemption period for subsequent children will be six months. Parents of infants will be provided with welfare-to-work services should they choose not to exercise the available exemptions.

The decision to exempt parents for twelve months is based on the lack of available infant care in Santa Cruz County. The unavailability of licensed infant slots has been documented by the Local Child Care Planning Council, and a major goal of the five-year Child Care Master Plan is to increase the availability of infant care. The lack of infant care has been a longstanding issue in Santa Cruz County and has been the impetus for various community initiatives, including the establishment of the County's Child Care Developer Fees and Exactions Ordinance. This ordinance is aimed at increasing the supply of child care slots and makes forgivable loans available to local child care providers.

Briefly describe how transportation services will be provided. [Reference: WIC Section 10531(g)]

**Transportation** The Human Resources Agency will either reimburse or provide advance payment to CalWORKs participants for the transportation costs associated with welfare-to-work activities. HRA is also providing mobile services in remote areas of the county through a grant from the Packard Foundation. Additional transportation services will be developed according to the Transportation Action Plan which has been developed by the Transportation Subcommittee of the Coalition for Workforce Preparation. The Transportation Action Plan specifies a variety of strategies which will be used to ensure that transportation will not present a barrier to work for CalWORKs participants in Santa Cruz County. The plan also specifies action steps to ensure that children of participants have safe transportation to and from home, school, and child care.

The lead agencies include the Human Resources Agency, the Santa Cruz Metropolitan Transit District, the Children's Commission, the Child Development Resource Center, the Santa Cruz County Regional Transportation Commission, Lift Line, EDD/Labor Market Information Division, the Regional Occupational Program, Commute Solutions, and the Santa Cruz Area Transportation Management Association. Additional projects may be coordinated regionally with Monterey and Santa Clara County transportation agencies as needed.

#### (h) COMMUNITY SERVICE PLAN

Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]

Santa Cruz County will develop a Community Service Employment plan for CalWORKs participants who have completed the 18 to 24 month Welfare-to-Work period but who have been unable to obtain unsubsidized employment at a sufficient level meet work participation requirements. At this time, the county intends to submit a finalized Community Service Plan as an addendum to our CalWORKs plan.

**Community Service Advisory Group** In accordance with AB 1542, HRA will establish a Community Service Advisory Group to guide and oversee Community Service Plan Development. This group will be responsible for:

- identifying specific unmet community needs that can be addressed through a community service program and target populations to be served;
- selecting entities responsible for community service job development, participant placement, and negotiating community service employer agreements;
- ensuring that community service activities are temporary and transitional and that activities



- provide job skill training and experience that lead to employment;
- ensuring compliance with the non-displacement provisions specified in AB 1542 and applicable federal fair labor standards; and
- assisting community service participants to arrange needed support services such as transportation, tools and clothing needed for employment, additional skill enhancement or personal counseling.

#### **(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE**

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence.  
[Reference: WIC Section 10531(i)]

The Human Resources Agency intends to provide four hours of introductory training on how to recognize and assist victims of domestic violence for all managers, supervisors, receptionists and direct service staff associated with the CalWORKs program. Additionally, eight hours of in-depth training on domestic violence intervention will be provided for specialized CalWORKs eligibility, employment, and social work staff. Program training standards will be reviewed by a working subcommittee of the Domestic Violence Commission of Santa Cruz County (the Domestic Violence Task Force), which will assist with curriculum development and identification of appropriate training providers from local advocacy agencies. This two-phased training effort is expected to be completed by June 30, 1998.

Introductory training will include:

- Definition of domestic violence and Santa Cruz County's protocols for domestic violence as they relate to CalWORKs.
- Understanding the dynamics of abuse, the cultural issues related to family abuse, the effects of domestic violence on children, and the relationship between domestic violence and welfare.
- How to identify victims of domestic violence/abuse, interviewing skills, and how to make appropriate referrals.

In-depth training will include:

- Understanding the implications of CalWORKs requirements for victims of abuse, and CalWORKs provisions that are specific to domestic violence.
- Understanding the ways in which CalWORKs can be implemented to minimize the risks to and meet the needs of victims.
- Specific procedures and domestic violence protocols related to safety issues, waivers and good cause determinations.
- Domestic violence laws and the criminal justice system.

Santa Cruz County will also provides domestic violence update training at regularly scheduled staff meetings, where representatives from community agencies and service organizations are invited to make presentations and discuss pertinent issues with line staff.

Additionally, in order to better serve participants with severe or persistent family issues such as domestic violence, HRA plans to create a CalWORKs intensive case monitoring component, staffed by senior social workers and selected CalWORKs eligibility workers and employment and training specialists. Within this component, program social workers will be available to train, guide and advise CalWORKs staff working with this population on a daily basis.

Until regulations are adopted by California Department of Social Service in consultation with the Task Force on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence, for example, those now used in the GAIN Program. [WIC Section 11495.15] Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

Welfare-to-Work employment and training staff and CalWORKs eligibility staff will be trained to evaluate whether or not a participant or family will be placed at further risk of abuse or be unfairly penalized by Welfare-to-Work participation requirements or procedures. Many are already experienced in screening for these issues and providing referrals to appropriate counseling and supportive services. Current procedures are in place for determining good cause for non-cooperation with the Family Support program, based on domestic violence or the threat of domestic violence or abuse. Additionally, program procedures are in place for determining good cause for non-participation based on family crisis related issues. Finally, as indicated earlier, the agency is creating a special CalWORKs Intensive Case Monitoring component to insure that families with severe or persistent domestic violence, mental health or substance abuse issues, will receive the services they need to become self sufficient and economically independent within the time frames set forth by welfare reform.

**Criteria** Criteria provided by the California Department of Social Services will be used by CalWORKs program staff to identify victims of domestic abuse.

**Approach to Services: Screening, intervention, information and referral** All applicants for CalWORKs as well as ongoing recipients (at renewal or upon entry into CalWORKs) will complete an Employability Appraisal Form, which includes questions related to domestic violence and family abuse. Based on the responses on this form, and based on staff observations, applicants and participants will be provided with an assisted referral to appropriate community services. If at any time a situation appears to be severe enough to endanger family members or preclude full welfare-to-work program participation, the participant will meet with a CalWORKs

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Social Worker for further screening and assessment. The Social Worker will then develop a specialized Welfare-to-Work Activity Plan, specifying appropriate intervention services.

**Good Cause** Staff will use the newly expanded criteria included in the Welfare-to-Work Act to determine good cause. Otherwise county procedures for documenting good cause will remain the same as they are now for CalWORKs eligibility and employment services.

### **(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES**

Please indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKs plan. [Reference: WIC Section 10542]

In March of 1996, the Santa Cruz County Board of Supervisors adopted a series of principles to guide welfare reform planning and implementation of human service block grants. These principles guided the community welfare reform planning effort undertaken earlier this year by the Human Resources agency and the County Human Services Commission. Included among the principles were the following local program objectives:

*"The human service delivery system must be focused on the following outcomes:*

- *client self-sufficiency through living wage employment*
- *the preservation or repair of whole families*
- *effective parenting*
- *preparation of children for successful adulthood."*

The outcome objectives listed below will be tracked and measured to assess the effectiveness of the local CalWORKs program with overall program objectives:

### **GOAL: Self-Sufficiency through Living Wage Employment**

#### **OUTCOME OBJECTIVES:**

- Increase in number of CalWORKs participants who find employment
- Increase in families leaving CalWORKs due to employment
- Increase in number of current and former CalWORKs participants who retain work
- Increase in job advancement and earnings of CalWORKs participants
- Increased employability (language acquisition, education, skill levels) of participants
- Increased rates of child support collection and payment to custodial parents

**Santa Cruz County****CalWORKs Plan****GOAL: Preservation and Repair of Families****OUTCOME OBJECTIVES:**

- Lower incidence of family violence
- Decrease in number of babies born to teenage mothers
- Increase in number of unmarried fathers who acknowledge paternity and pay child support
- Decrease in number of Child Protective Services referrals

**GOAL: Effective Parenting and Preparation of Children for Successful Adulthood****OUTCOME OBJECTIVES:**

- Decrease in number of children entering foster care
- Increase in school attendance
- Decrease in number of Child Protective Services referrals
- Decrease in child poverty
- Increase in school achievement
- Decrease in number of at-risk births
- Decrease in school drop-out rate
- Increase in child immunization rate

**Outcome Tracking** The outcome objectives will be tracked and measured through the following means:

- Human Resources Agency automated data collection systems (Child Welfare Services/Case Management System, Case Data System, GAIN Information System, JTPA)
- District Attorney/Family Support Division data collection system
- United Way's Community Assessment Project data collection system.

**Community Assessment Project** In 1994, United Way in partnership with the County and City of Santa Cruz, the County Office of Education, the S. H. Cowell Foundation and two local hospitals, established a ten-year initiative to measure and improve the quality of life in the county. The Community Assessment Project (CAP) has several broad goals including:

- provision of accurate, credible, and valid information on an ongoing basis to human service planners; and
- establishment of community goals using measurable quality of life indicators that will lead to positive, healthy development for individuals, families and communities.

The Quality of Life Indicators are measured annually so that institutions and community groups can determine if their policies and programs are effective. Many of the outcome objectives identified above are tracked as CAP quality of life indicators. Therefore, the annual report will be

a critical document in assessing the effectiveness of the CalWORKs program toward contributing to the overall improvement of the quality of life for Santa Cruz County residents.

### (k) PUBLIC INPUT TO THE COUNTY PLAN

Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan. [Reference: WIC Section 10531(k)]

**Welfare Reform Implementation Planning Group** In March and April 1997, at the direction of the County Board of Supervisors, the Human Resources Agency and the County Human Services Commission convened the Welfare Implementation Planning Group (WRIPG) in the community to begin planning for welfare reform, with representatives of business, education, employment services, clients, advocates, the media, the Latino Affairs Commission, Children's Commission, Domestic Violence Commission, Women's Commissions, the Local Child Care Planning Council, and the Private Industry Council. In addition to HRA staff, staff attended from the County Administrative Office, the Health Services Agency, Probation, and the District Attorney Family Support Division. The level of participation from all sectors was notable, with 70-100 people attending each Saturday session, indicating a high level of community interest and commitment to designing a successful plan for welfare reform.

Information was presented and discussed on:

- The new federal welfare reform law
- State welfare reform proposals under consideration
- The County's efforts to prepare welfare recipients for work
- The County's initiatives to develop One-Stop Career Centers
- Case management services provided to families with multiple problems
- Public-private partnerships
- Workforce preparation
- The role of business and government in creating economic opportunity
- The role of education, training, and child care
- Enhancement of welfare-to-work services
- The role of community service agencies
- Options for a safety net, including community service employment.

The planning sessions included informational presentations, expert panels on key issues, small group discussions, large group discussion and Q & A sessions, and prioritization of ideas generated by community members. Following the sessions, many WRIPG members took part in community task groups described below to finalize parts of this plan.

**Client Focus Groups** Five focus groups were held from June through August 1997 with randomly selected aid recipients in Watsonville, Live Oak, Santa Cruz, Boulder Creek, and Aptos

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to determine their needs and priorities given the advent of time-limited welfare. Clients and advocates have also taken part in the task groups described below, and their recommendations and concerns have been seriously considered in the formation of this plan.

**Bay Area Partnership Survey on Workforce Preparation** The Human Resources Agency participated in the Bay Area Partnership for Healthy Communities Survey on Workforce Preparation, conducted *pro bono* by A.T. Kearney, which contacted over 3,100 AFDC, Food Stamps, General Assistance, and Unemployment Insurance recipients in 10 Bay Area counties, including Santa Cruz. This survey focused on the workforce preparation needs of the CalWORKs population and has been helpful in planning efforts.

**Business Focus Groups** Four focus groups were held by HRA and the Employment Development Department with Santa Cruz County business owners and managers from the four sectors on which the Welfare-to-Work Project has focused: business services/technology, health services, retail sales, and the hospitality industry. These groups contributed valuable information regarding the workforce needs of businesses, including small businesses, and their expectations of applicants and new employees. The design of workforce preparation services was based on these recommendations.

**Community Task Groups** The WRIPG recommendations formed the basis for the following working groups in the community. These groups are ongoing and will continue to play a valuable role in evaluating and modifying operational plans as HRA moves toward full implementation. In addition, Cabrillo College, the Coalition for Workforce Preparation, the Human Services Commission, the Women's Commission, and the Local Child Care Planning Council also formed their own welfare reform task forces or subcommittees in response to community discussions. Staff have regularly attended meetings of the Local Child Care Planning Council, the Children's Commission, and the Welfare Reform Subcommittee of the Women's Commission to relay new information as it became available, and discuss recommendations for County plan inclusion.

- **Information Campaign Group** This group includes HRA, the Community Action Board, the Women's Commission, the Welfare Low-Income Support Network and clients. The purpose of the group has been to develop strategies and means to provide accurate information to welfare clients, welfare program staff, and the general community about program changes as a result of welfare reform. The group develops ideas for the CalWORKs Bulletin, now sent monthly to all clients, answering questions about welfare reform.
- **Substance Abuse Services Group** This group includes HRA, County Drug and Alcohol, and substance abuse contractors from the community. The group is developing an operational plan for drug and alcohol services to assist CalWORKs participants in obtaining and retaining employment.

- **Mental Health Services Group** This group includes HRA and County Mental Health. The group is developing an operational plan for mental health services to assist CalWORKs participants in obtaining and retaining employment, and to provide services to parents after they have time-limited off aid.
- **Domestic Violence Task Force** This group includes HRA, the Walnut Avenue Women's Center, Women's Crisis Support, and Defensa de Mujeres. The group will develop criteria for welfare-to-work exemptions related to domestic violence and training standards for County staff who work with victims of domestic violence.
- **Transportation Task Force** The Coalition for Workforce Preparation initiated this task force in summer 1997 to consider transportation issues as they relate to workforce preparation, including welfare reform, and to develop an action plan. The group also considered the needs of working parents to transport their children to and from child care and school. The group included HRA, the Children's Commission, the Santa Cruz Area Transportation Management Association, the Santa Cruz County Regional Transportation Commission, Lift Line, the Child Development Resource Center, the Regional Occupational Program, and the Santa Cruz Metropolitan Transit District. The group assigned lead agencies, and is beginning implementation of the action plan.
- **Family Support Task Group** This group includes the District Attorney's Family Support Division, HRA, and is scheduling meetings with community advocates and CalWORKs participants. Discussions are underway regarding co-location of the Family Support staff at the CalWORKs intake offices and how to increase child support collections. It is anticipated that co-location will take place in January 1998.
- **Cabrillo College Task Force on Welfare Reform** Cabrillo Community College has established a Task Force on Welfare Reform that meets regularly to discuss how to effectively provide open entry, open exit and other flexible vocational training options to meet the needs of job seekers on welfare. HRA is participating actively on the Cabrillo Task Force to assist in developing these solutions.
- **Local Child Care Planning Council** The Local Child Care Planning Council (LCCPC) has been identified as the appropriate forum for further development of the ideas and themes generated in the community welfare reform planning sessions. The LCCPC is in the process of preparing a Master Plan for Child Care, which will be approved by the Board of Supervisors and will guide provision of child care services in the County over the next five years. HRA staff have participated actively in the development of this plan.

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- **Women's Commission Subcommittee on Welfare Reform** The County Women's Commission formed a subcommittee on welfare reform to consider issues related to implementation. HRA staff attend this subcommittee regularly to apprise the group of program redesign efforts.

**Public Hearings** HRA began reporting to the Santa Cruz County Board of Supervisors on welfare reform in March 1996, at which time the Board passed its guiding principles for welfare reform planning and implementation. Periodic reports have been presented throughout 1996 and 1997. In February 1997, the Board of Supervisors directed the Human Resources Agency (HRA) and the Human Services Commission (HSC) to convene the local welfare reform implementation planning process. The Board of Supervisors held a Public Hearing on the recommendations generated by the community Welfare Reform Implementation Planning Group in June 1997. Additional recommendations arising from the public testimony offered by the over 100 community members who attended have been incorporated into the county plan. The Public Hearing was publicized by fliers distributed to each AFDC family, press releases to local media, and through organizing efforts by the Campaign for a Budget Fairness, a project of the Community Action Board. A Study Session on AB 1542 was held by the Board of Supervisors in October 1997, at which additional public comment was heard.

**Plan Review** The CalWORKs Plan was reviewed by the County's Human Services Commission and the Welfare Reform Implementation Planning Group at public meetings in December 1997 prior to its submission to the Board of Supervisors for approval on December 16, 1997.

### (I) SOURCE AND EXPENDITURES OF FUNDS

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided. Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year. [Reference: WIC Section 10531(I)]

Please see Attachment C - Budget.



**(m) ASSISTING FAMILIES TRANSITIONING OFF AID**

Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individuals who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WIC Section 10531(m)]

**Services for individuals who transition off due to time limits** It is the intent of HRA to make every effort to prevent parents from transitioning off aid due to time limits or sanctions, by working intensively to provide the help each family needs within the first 18 to 24 months.

As families approach time limits, eligibility and employment workers will assure that every family is linked to other community programs that can augment family income by providing housing or rental assistance, energy assistance, food, clothing, or other services. Parents who transition off aid will be able to access employment services offered by the Workforce Santa Cruz County Career Centers. As long as a family continues to receive cash aid on behalf of the children, CalWORKs staff will continue to encourage and work with the family as they move toward self-sufficiency and economic independence.

**Services for individuals who leave aid due to employment** The full scope of services offered through the Workforce Santa Cruz County Career Centers will remain available to people who leave aid due to employment. The goal of the Career Centers is to provide universal access to employment and training services for all job seekers to improve their employment situation. Services include:

- Labor market information
- Job referrals
- Skills testing
- Skills upgrades
- Career assessment
- Support services.

Additionally, employment and training specialists will provide post-employment services for up to one year following employment to assure job retention and career advancement. Services will include case management, job retention counseling, and any other needed services. All service authorizations will be evaluated on a case-by-case basis, and services will be provided to the greatest extent possible, given funding availability.

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**(n) JOB CREATION**

Please describe the efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan described in Chapter 1.12 (commencing with Section 15365.50) of Part 6.7 of Division 3 of Title 2 of the Government Code.

HRA is working closely with the County's Economic Development Coordinator regarding the Job Creation Investment Fund created by AB 1542. As of this writing, staff is awaiting guidelines from the Trade and Commerce Agency regarding the application process.

**(o) OTHER ELEMENTS**

Pilot projects: Please include a description of any pilot projects that the county may wish to pursue and submit a separate proposal for, as part of its CalWORKs Program. Should the county later determine an interest in a pilot proposal, this information could be submitted as an addendum to the County Plan.

The Human Resources Agency is interested in applying for pilot project funds in the future, however, with the general implementation of CalWORKs underway at this time, such pilots would be premature. It should be noted that HRA is currently participating in the Eligibility Simplification Project (ESP) that allows for the annual renewal of eligibility to be completed through the mail. Because of ESP participation, it is not likely that HRA would pursue the eligibility simplification demonstration project offered as part of AB 1542.

**(p) COMPLIANCE WITH REQUIREMENTS OF CalWORKs**

Under CalWORKs counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. [Reference: WIC Section 11322.8(a)]

Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]

The Human Resources Agency will enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999.

Santa Cruz County does not intend to exercise its option to require adults in single-parent families to participate up to 32 hours per week prior to July 1, 1999, when it will be required by state law.

**(q) INTERACTION WITH AMERICAN INDIAN TRIBES**

Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian Tribes located within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration. [Reference: WIC Section 10553.2]

This provision does not apply to Santa Cruz County.

## Santa Cruz County

## CalWORKs Plan

| Vendor  | Service Provided                            | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|---|---|---|----------------------|
| Worldwide Educational Services,<br>Inc. (cont.) | Service - Management<br>Trainee             | X   | Y                    |
|   | Property Management -<br>Management Trainee | X   | Y                    |
|   | Service including Office<br>Applications    | X   | Y                    |
|   | Technician I                                | X   | Y                    |
|   | Technician II                               | X   | Y                    |
|   | Mobile Electronics<br>Component Installer   | X   | Y                    |
|   | Technician                                  | X   | Y                    |
|   | Electronic Assembly                         | X   | Y                    |

CE/GG:gg/CALWORKS.PL1

**CONTRACTED SUBSTANCE ABUSE AND  
MENTAL HEALTH SERVICE PROVIDERS\***

**Alto Counseling Center**

271 Water St. Santa Cruz, CA 95060

(408) 423-2003

11 D Alexander St. Watsonville, CA 95076

(408) 728-2233

Comprehensive outpatient chemical dependency program providing prevention, early intervention and treatment services. Programs include drug prevention programs, Employee Assistance Program, Drug Diversion, First and Multiple Offense Drinking Driver programs, and counseling. Services include assessment and referral; individual, family and group counseling; public presentations, training/consultation. Emphasis on services to populations with special needs, such as Hispanics, women, and criminal justice referrals. County-wide services are available in English and Spanish.

**Community Connection**

300 Harvey West Blvd. Santa Cruz, CA 95060

(408) 425-8132

Program of the Volunteer Center serving, employing and finding employment for adults with psychiatric disabilities. Bilingual services available.

**Fenix Family Alcoholism Service Center**

406 Main St. Suite 403, Watsonville, CA 95077

(408) 722-5914

Comprehensive alcoholism treatment program providing individual, group and family counseling; education and prevention; information and referral; vocational rehabilitation and job counseling; serving South County with primary emphasis on Hispanic population and migrant workers. Bilingual services available.

**Hermanas Residential Program**

640 Rodriguez St. Watsonville, CA 95076

(408) 722-2471

Recovery home program for women with alcohol problems serving Santa Cruz, San Benito, and Santa Clara counties. 30-90 day program. Outreach services to Hispanic women.

**Janus Alcoholism Services Inc.**

200 7th Ave. Suite 150, Santa Cruz, CA 95062

(408) 462-1060

Comprehensive chemical dependency treatment program providing social setting detoxification, residential treatment, outpatient services, residential and perinatal services, family education services, and aftercare. First and multiple offender drinking driver programs. Maintains 3 sober living homes. Spanish language capacity.

**Mondanaro-Baskin Center**

1314 Ocean St. Santa Cruz, CA 95060

(408) 423-9015

Residential and day treatment programs available for women. Recovery program promotes the health and well being of mothers and their children by offering life skills of recovery from alcohol and drug addiction in a safe environment oriented for women over the age of 18 years who are either pregnant or parenting children from

## Santa Cruz County

## CalWORKs Plan

ages infant to 17 years. Bilingual services available. Medi-Cal accepted.

### Paloma House

321 East Beach St. Watsonville, CA 95076

(408) 722-6599

Short term (4-6 months) residential treatment program for clients with a dual diagnosis of serious mental illness and chemical dependency. Includes a transition house for clients who complete the program. Bilingual Spanish speaking staff.

### Si Se Puede

161 Miles Lane, Watsonville, CA 95076

(408) 761-5422

A 23 bed (9-12 month) residential alcohol and drug treatment program targeting Hispanic men.

### Sunflower House

125 Rigg St. Santa Cruz, CA 95060

(408) 423-3890

Comprehensive treatment for drug abusing men and women; 12 to 18 month program; job training; probation referrals.

### Triad Santa Cruz Clinic

1000 A Emeline Ave. Santa Cruz, CA 95060

(408) 425-0112

Treatment for heroin addicts. Bilingual services are available. Medi-Cal accepted.

### Triad

5321 Scotts Valley Dr. Suite 200, Scotts Valley, CA 95066

(408) 438-3521

Outpatient counseling, intensive outpatient program for alcohol and other drugs, and aftercare program.

Services available for adolescents (ages 12-17) and their parents as well as adults and their partners. First Offender Drinking Program offered. Free community educational lectures on alcohol/drug related topics.

### Women's Crisis Support

1658 Soquel Dr. Suite A, Santa Cruz, CA 95065

(408) 477-4244

Counseling services for women with drug abuse and/or domestic violence problems. Individual, group and family counseling. English, Spanish and mono-cultural. Ongoing support and education groups in both South and North County locations.

### Youth Services

709 Mission St. Santa Cruz, CA 95060

(408) 425-0771

10 Alexander St. Watsonville, CA 95076

(408) 728-2226

Outpatient and day treatment counseling services for youth (ages 14-18) with drug and alcohol abuse problems. Individual, group and family counseling. Bilingual services available.

\*Additional resources will be added to this initial list as they are identified.

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# County Plan Budget 1997/98 State Fiscal Year

## Section 1

|  | Total     | FCS       | State General Fund | County Funds * | Other ** |
|--|-----------|-----------|--------------------|----------------|----------|
| Food Stamp Administration<br>(For County MOE Purposes) | 3,202,584 | 1,602,431 | 1,168,211          | 431,922        | 0        |

\* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

\*\* If other sources of funding are being made available for an activity, please identify on a separate page.

# County Plan Budget 1997/98 State Fiscal Year

## Section 2

Note: The following categories are for information purposes only and are not an indicator of specific claiming categories

|  | Total     | TANF/State General Fund | CCDBG | Title XIX | County Funds * | Other ** |
|--|-----------|-------------------------|-------|-----------|----------------|----------|
| TOTAL CalWORKs Admin & Services<br>Items (A) thru (D)      | 6,582,784 | 5,650,780               | 0     | 0         | 910,256        | 21,748   |
| (A) TOTAL CalWORKs Single Allocation<br>Items (1) thru (7) | 5,847,723 | 4,937,467               | 0     | 0         | 910,256        | 0        |
| (1) Benefit Administration                                 | 2,858,437 | 2,435,182               |       |           | 423,255        |          |
| (2) Program Integrity (Fraud)                              | 697,358   | 644,121                 |       |           | 53,237         |          |
| (3) Staff Development/Retraining                           | 176,754   | 152,950                 |       |           | 23,804         |          |
| (4) Welfare-to-Work Activities                             | 1,376,640 | 1,206,477               |       |           | 170,163        |          |
| (5) Cal Learn  | 364,463   | 364,463                 |       |           | 0              |          |
| (6) Child Care - 1st half of 1997/98                       | 374,071   | 134,274                 |       |           | 239,797        |          |
| (7) Other Activities ***                                   | 0         | 0                       |       |           | 0              |          |
| (B) Child Care - 2nd half of 1997/98                       | 617,620   | 617,620                 |       |           | 0              |          |
| (C) Mental Health Treatment                                | 43,497    | 43,497                  |       |           | 0              |          |
| (D) Substance Abuse Treatment                              | 73,944    | 52,196                  |       |           | 0              | 21,748   |

\* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

\*\* If other sources of funding are being made available for an activity, please identify on a separate page.

\*\*\* Please identify "other activities" on a separate page.



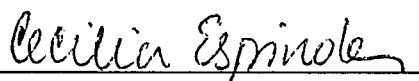
Santa Cruz County

CalWORKs Plan

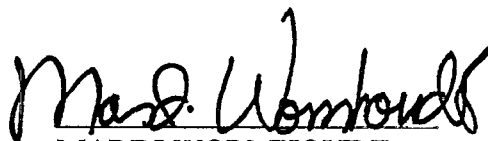
**CERTIFICATION**

THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

THIS PLAN HAS BEEN APPROVED BY THE SANTA CRUZ COUNTY BOARD OF SUPERVISORS.



CECILIA ESPINOLA  
Human Resources Agency Administrator



MARDI WORMHOUDT  
Board Chair  
Santa Cruz County Board of Supervisors

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Date

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Date

## Attachment A - CALWORKS VENDOR LIST - EMPLOYMENT TRAINING

| Vendor  | Service Provided                                   | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|---|--|---|----------------------|
| Automotive Training Corporation<br>of Northern California (ATCOA) | Automotive Technician                              | X   | Y                    |
|   | Automotive Technician -<br>Monolingual Spanish     | X   | Y                    |
|   | Automotive Technician                              | X   | Y                    |
|   | Autoparts Counterperson                            | X   | Y                    |
|   | Cashier  | X   | Y                    |
|   | Sales Associate                                    | X   | Y                    |
| Bryman/National Education Center                                  | Dental Assisting                                   | X   | Y                    |
|   | Medical Assisting                                  | X   | Y                    |
| Career Dynamics International                                     | Word Processing Specialist                         | X   | Y                    |
|   | Database Specialist                                | X   | Y                    |
|   | Computerized Accounting                            | X   | Y                    |
|   | Specialist   | X   | Y                    |
| Central Coast College of Business<br>Data Processing              | Computer Specialist -<br>Medical, Transcriptionist | X   | Y                    |
|   | General Accounting                                 | X   | Y                    |
|   | Accounts - Payable,<br>Receivable or Payroll       | X   | Y                    |
|   | Office Assistant                                   | X   | Y                    |
|   | Medical Administrative<br>Assistant/Biller         | X   | Y                    |
|   | Accounting or Administrative<br>Clerical           | X   | Y                    |

## Santa Cruz County

## CalWORKs Plan

| Vendor  | Service Provided                             | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|---|--|---|----------------------|
| Center for Employment Training<br>San Jose    | Child Care Provider                          | X   | Y                    |
|   | Automated Office Skills                      | X   | Y                    |
|   | Building Maintenance                         | X   | Y                    |
|   | Building Maintenance                         | X   | Y                    |
|   | Commercial Food Services                     | X   | Y                    |
|   | Custodial Services                           | X   | Y                    |
|   | Electronic Assembly                          | X   | Y                    |
|   | Operator                                     | X   | Y                    |
|   | Medical Assistant                            | X   | Y                    |
|   | Shipping and Receiving                       | X   | Y                    |
| Center for Employment Training<br>Watsonville | Custodial Services                           | X   | Y                    |
|   | Electronic Assembly                          | X   | Y                    |
|   | Automated Office Skills                      | X   | Y                    |
|   | Building Maintenance                         | X   | Y                    |
| Computer Business College                     | Office Support                               | X   | Y                    |
|   | Office Support Specialist                    | X   | Y                    |
|   | Accounting Support                           | X   | Y                    |
|   | Specialist                                   | X   | Y                    |
|   | Technician                                   | X   | Y                    |
|   | Computer Repair/LAN<br>Technician Specialist | X   | Y                    |
|   | Medical Office Support                       | X   | Y                    |
|   | Specialist                                   | X   | Y                    |

## Santa Cruz County

## CalWORKs Plan

| Vendor                            | Service Provided                         | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|-----------------------------------|--|---|----------------------|
| Computer Trainers                 | Computerized General Office              | X   | Y                    |
|                                   | Computerized Bookkeeping                 | X   | Y                    |
|                                   | Reception                                | X   | Y                    |
| Computer Training Academy         | Computer/LAN Tech                        | X   | Y                    |
|                                   | Computer/LAN Tech<br>Specialist          | X   | Y                    |
|                                   | Computerized Office/Business<br>Admin    | X   | Y                    |
|                                   | Medical Administration<br>Billing        | X   | Y                    |
|                                   | Computerized Office/Bus<br>Admin Special | X   | Y                    |
|                                   | Network Operating Systems                | X   | Y                    |
| Golden Gate University            | Management-Entry Level<br>Certificate    | X   | Y                    |
| Heald Business College<br>Salinas | Computer Business<br>Administration      | X   | Y                    |
|                                   | Accounting                               | X   | Y                    |
|                                   | Accounting                               | X   | Y                    |
|                                   | Computer Office<br>Administration        | X   | Y                    |
|                                   | Medical Office Administration            | X   | Y                    |
| Heald Institute of Technology     | Electronics Technology                   | X   | Y                    |
|                                   | Computer Technology                      | X   | Y                    |

## Santa Cruz County

## CalWORKs Plan

| Vendor   | Service Provided                          | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|--|---|---|----------------------|
| Institute for Business & Community<br>Development  | Clinical Medical Assisting                | X   | Y                    |
| San Jose/Evergreen Community<br>College District   | Professional                              | X   | Y                    |
|  | Novell Certified Internet<br>Professional | X   | Y                    |
|  | CNA/CNE                                   | X   | Y                    |
|  | Assisting                                 | X   | Y                    |
| Institute for Business &<br>Technology             | Technician/Network<br>Technician          | X   | Y                    |
|  | Administrative Assistant                  | X   | Y                    |
|  | Medical Assistant                         | X   | Y                    |
| Masters Institute                                  | Certified Novell Engineer                 | X   | Y                    |
| Monterey Peninsula College                         | Dental Assisting                          | X   | Y                    |
| Pacific Trade Academy                              | Travel and Tourism<br>Counselor           | X   | Y                    |
|  | Travel and Tourism<br>Counselor Program   | X   | Y                    |
|  | Office Administration                     | X   | Y                    |
| San Francisco State University<br>Extension        | Construction Practices                    | X   | Y                    |
| Santa Cruz County<br>Regional Occupational Program | Dental Assistant Training                 | X   | Y                    |

## Santa Cruz County

## CalWORKs Plan

| Vendor                           | Service Provided   | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|----------------------------------|--|---|----------------------|
| Sawyer School of Business        | Accounting   | X   | Y                    |
|                                  | Business Management  | X   | Y                    |
|                                  | Medical Assistant  | X   | Y                    |
|                                  | Office Administration  | X   | Y                    |
|                                  | Technician   | X   | Y                    |
| Sequoia Institute                | Automotive Technology I  | X   | Y                    |
|                                  | Automotive Technology II   | X   | Y                    |
|                                  | Technology   | X   | Y                    |
|                                  | Technology   | X   | Y                    |
| Shoreline Occupational Services  | Electronics Technician   | X   | Y                    |
|                                  | Office Skills Training   | X   | Y                    |
|                                  | Computerized<br>Bookkeeping/Accounting                             | X   | Y                    |
|                                  | Medical Occupations  | X   | Y                    |
|                                  | Hospitality  | X   | Y                    |
|                                  | Retail Occupations   | X   | Y                    |
| Silicon Valley High Tech Academy | Integrated Network Systems<br>Engineering Camp                     | X   | Y                    |
|                                  | Certified Network<br>Engineering with Systems<br>Management Server | X   | Y                    |
| Truck Driver Institute           | Truck Driver Institute   | X   | Y                    |
| UC Santa Cruz Extension          | Early Childhood Education  | X   | Y                    |
| Watsonville/Aptos Adult School   | Nurse Assistant I & II   | X   | Y                    |

## Santa Cruz County

## CalWORKs Plan

| Vendor                                  | Service Provided                                     | Under One Year<br>(or could be<br>completed in one<br>year) | Demand<br>Occupation |
|---|--|---|----------------------|
| Worldwide Educational Services,<br>Inc. | Bookkeeper - Accounting and<br>Clerical Brushup      | X   | Y                    |
|   | Clerk/Bookkeeper I                                   | X   | Y                    |
|   | Clerk/Bookkeeper II                                  | X   | Y                    |
|   | Receptionist/Clerk Typist                            | X   | Y                    |
|   | Secretary/Word Processor II                          | X   | Y                    |
|   | Secretary/Word Processor I                           | X   | Y                    |
|   | Administrative<br>Secretary/Office Manager I         | X   | Y                    |
|   | Administrative<br>Secretary/Office Manager II        | X   | Y                    |
|   | Legal Secretarial Training I                         | X   | Y                    |
|   | Legal Secretarial Training II                        | X   | Y                    |
|   | Secretary/Medical<br>Office/Transcription I          | X   | Y                    |
|   | Secretary/medical<br>Office/Transcription II         | X   | Y                    |
|   | Billing/Recordkeeping                                | X   | Y                    |
|   | Network Administration I                             | X   | Y                    |
|   | Network Administration II                            | X   | Y                    |
|   | Data Entry/Office Clerk                              | X   | Y                    |
|   | Customer Service with<br>Cashiering (Industry Focus) | X   | Y                    |
|   | Warehousing/Inventory<br>Control Customer Service    | X   | Y                    |